

EXERCISE 6

STAKEHOLDER ANALYSIS - CREATE SHARED EXPECTATIONS

Since change is an external force, it also has its own pattern of stakeholders. To acquire a good picture of all the key stakeholders and their specific demands and expectations it may be wise to make a "stakeholder analysis". The change initiative is viewed from different perspectives and it is sometimes almost impossible to foresee all demands and expectations without involving the key stakeholders in a dialogue or discussion to gain a better picture of the present situation.

Purpose and objective

- To map, review, involve and define the requirements and expectations from the key stakeholders of your change initiative.
- At the end of the exercise everyone should have a clear and mutual view of your key stakeholders and their requirements and expectations.

Steps to take

1. Introduce the purpose and objective of this exercise.
2. Explain the need to identify your stakeholders and the requirements and expectations they have on you and your project or change initiative.
3. Use a blank piece of paper to map out your key stakeholders. Start by writing yourself or your challenge in the middle of the paper.
4. Identify every person or group of persons you think has an interest in your project or change initiative. Who are most important?
5. Use symbols such as "+", "-" or "?" to indicate if they are positive, negative or indifferent. How do they influence?
6. Define what requirements and expectations you have on them – and write what you think their demands are on you or the change initiative.
7. Make appointments with and meet all key stakeholders to check your relationship. Discuss mutual requirements and agreements. What are the consequences of this discussion?
8. Make your analysis – how should you handle the negative and positive forces? What will you do with conflicting requirements and expectations? Prepare your own action plan.

Time needed

You will need 45 minutes for preparation and first draft of the stakeholder analysis. After that it depends on how many stakeholders you will meet, estimate 15-30 minutes per stakeholder. Then you need about 60 minutes for analysis and planning.